

Army Management Staff College

*Transforming
Leaders through
Education*



<http://www.amsc.belvoir.army.mil>



Welcome Message from the Commandant



The only thing constant in our Army is change. As the Army continues to transform to successfully accomplish its missions of tomorrow, our leaders, both Military and Civilian, must be adequately prepared to support the Army in any venue.

Our mission at the Army Management Staff College is to educate and prepare Army Civilian and Military leaders to assume leadership and management responsibilities throughout the generating force in order to support the Soldier on the ground. Whether that Soldier is deployed in harm's way and requires over-the-horizon support or working in one of our many garrisons around the world, AMSC must provide leaders who can properly sustain, equip, maintain, and provide a high quality of life for that Soldier and his Family.

The Army must prepare our future leaders to be multi-skilled and agile—those who can effectively perform in this changing environment. The preparation to take on this role begins at AMSC.

COL Garland H. Williams, AMSC Commandant



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Contents are current as of December 2008. For updates, visit the AMSC website at <http://www.amsc.belvoir.army.mil>



Our History

AMSC has been in the forefront of Army Civilian Leader Development for over 20 years. Our history began in 1985 after the Army concluded that Civilians in or entering into leadership positions were ill-prepared for the challenges they faced, while their Military counterparts received leadership training in Military staff and senior service colleges. The Army needed a comprehensive program to educate Military and Civilian leaders in Army-specific subjects geared to the sustaining base. These factors led to the creation of two related efforts—AMSC at Fort Belvoir,



Virginia, and the Civilian Leader Development Division (CLDD) in the Center for Army Leadership at Fort Leavenworth, Kansas.

AMSC offered an integrated resident program to Civilians called AMSC. CLDD

offered the Organizational Leadership for Executives course and then the Intern Leader Development Course and Leadership Education and Development.

Names and missions changed over the years. In 1989, CLDD was changed to Civilian Leadership Training Division (CLTD) to accurately reflect its mission. AMSC as a course was changed to Sustaining Base Leadership and Management when the Garrison Precommand and General Officer Installation Command courses were added in 1994 and 1995. In 1997, our Command Programs

office piloted the Garrison Command Sergeants Major Course. After the September 11, 2001, terrorist attacks, the Army required a number of changes for antiterrorism and force protection measures worldwide. As a result, the Installation Force Protection Exercise Program was launched in October 2006.



In 2005, CLTD merged with AMSC to develop the Civilian Education System (CES) Leader Development Program for the Army Civilian Corps. AMSC and CLTD both brought together extensive experience from teaching thousands of Army leaders. The merger has resulted in a wealth of expertise that will only serve to intensify the educational experience for the Army Civilian Corps and magnify the success of CES for the Army. CES was launched in January 2007 and provides enhanced leader development and educational opportunities for Army Civilians throughout their careers.

By the fall of 2007, AMSC piloted the first Continuing Education for Senior Leaders. Command Programs kicked off 2008 by launching two new courses—the Directorate for Plans, Training, and Mobilization Course and the Antiterrorism Force Protection Level 4. AMSC became a part of the Army Civilian University in November 2008.

AMSC faculty and staff are excited to be part of developing leaders for the Army, DoD, and other Federal Government agencies. Through CES, Command Programs, and our Research and Development program, AMSC is consistently *Transforming Leaders through Education*.

ARMY MANAGEMENT STAFF COLLEGE

Our Mission

- Educate and prepare the Army Civilian Corps and military members for leadership and management responsibilities throughout the Army
- Executive agent for the CES curriculum
- Conduct research and provide solutions to the Civilian Corps and Installation Management communities



Our Vision

**The Innovative Center for
Lifelong Leader Development**

Our Values

- **Excellence:** We promote high standards and are committed to knowledge development by taking initiative and expressing and respecting innovative ideas.
- **Communication:** We encourage the open and honest exchange of diverse ideas and thoughts by actively listening for understanding, showing mutual respect, and collaborating to further creativity and trust.
- **Community:** We recognize the importance of people and show concern for their health and welfare by respecting differences, caring in trying times, and sharing in joyous occasions.
- **Professionalism:** Our actions include maintaining the highest standards of conduct, treating each other with respect, and exhibiting competency.

Our Goals

- Produce graduates who can lead and manage organizations
- Provide a positive environment conducive to learning
- Recruit, support, develop, and retain a highly qualified workforce
- Provide quality research and outreach for our customers

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CIVILIAN EDUCATION SYSTEM LEADER DEVELOPMENT PROGRAM

“Fresh from college and completely green of the Army’s knowledge, the Foundation Course has equipped us with the tools and survival skills to achieve higher goals in our Army.”

Willie L. Boyd
Foundation Course alumnus

“You’re shaping the future of leaders in the Army. Now’s the time to try to shape up the workforce from bottom to top.”

Juan Lemus
Basic Course alumnus

“Awesome opportunity to learn from a diverse group of people.”

Nina Dugger
Intermediate Course alumnae

“For me, this is the best leadership course that offered me the widest opportunity to network. You can’t put a price on it. The Army has well spent their money sending leaders to this class.”

Brenda Clark
Advanced Course alumnae

“The course allowed leaders to bounce ideas off one another and obtain information on current issues surrounding the Army.”

Ellen McArthur
Continuing Education for Senior Leaders alumnae

Civilian Education System (CES) Leader Development Program

CES is a progressive and sequential leader development program that provides enhanced educational opportunities for Army Civilians throughout their careers. Army Civilians will become multi-skilled, agile leaders of the 21st Century, who personify the Warrior Ethos in all aspects, from warfighting support, to statesmanship, to enterprise management.

CES provides eight levels of Civilian development—Foundation Course (FC), Basic Course (BC), Intermediate Course (IC), Advanced Course (AC), Continuing Education for Senior Leaders (CESL), Action Officers Development Course (AODC), Supervisors Development Course (SDC), and Managers Development Course (MDC). The method of delivery is distributed Learning (dL), resident instruction or blended learning, a mixture of both dL and resident instruction.

The major underpinnings of CES courses are:

- **Student Centered**—Focuses on the transfer of knowledge using the Army's Lifelong Learning Philosophy, with the emphasis on leader development
- **Problem Based**—Provides students with real world issues and problems they will encounter as direct or indirect leaders
- **Experiential**—Allows students to practice new skills in an environment that minimizes risk, encourages participation, and offers immediate feedback
- **Inquiry Based Learning**—Focuses on questioning, critical thinking and problem-solving

NOTE: dL is available to all Army Civilians as self-development

Application Process. For class schedules and registration information, visit our Web site at <http://www.amsc.belvoir.army.mil>

Funding: Most permanent Army Civilians and Local National employees are centrally funded. Military members; term and temporary employees; and non-Department of the Army employees are funded through their own organizations

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Foundation Course (FC)

FC is designed to give students an orientation to the Army and begin the development of effective Army team members. This course is entirely dL and should take 57 hours to complete.



End State: Students who successfully complete this course will:

- Understand and appreciate Army values and customs
- Serve professionally as an Army member
- Acquire foundation competencies for leader development

Eligibility:

- Required for Army interns, team leaders, supervisors, and managers employed after September 30, 2006
- Army Civilians
- Military supervisors of Army Civilians and other DoD employees
- Local Nationals

Prerequisites: None

Course Substitution: Intern Leader Development Course (ILDC)

Basic Course (BC)

BC is designed for Army Civilian leaders who exercise direct leadership to effectively lead and care for teams. This course is a combination of dL and 2 weeks of resident instruction at AMSC Fort Leavenworth, Kansas, campus.

End State: Students who successfully complete this course will:

- Understand and apply basic leadership skills to lead and care for small teams
- Apply effective communication skills to build a team
- Demonstrate internal and external awareness
- Direct teams accordingly
- Develop and mentor subordinates

Eligibility:

- Required for Army Civilians in permanent appointments
- DOD leaders
- Active duty Military supervisors of Army Civilians
- Local Nationals

Prerequisites: FC, if required

Course Substitution: Civilian Leadership Education and Development (LEAD), Officer Basic Course (OBC), Warrant Officer Advanced Course (WOAC), Advanced Noncommissioned Officer Course (ANCOC), or additional advanced level courses

NOTE: Must complete course within 1 year of placement in position



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Intermediate Course (IC)

IC is designed for Civilian leaders who exercise direct and indirect supervision. Students enhance their leadership abilities and develop skills to manage human and financial resources, displaying flexibility and resilience with a focus on the mission. This course is a combination of dL and 3 weeks of resident instruction at AMSC Fort Leavenworth, Kansas, or Fort Belvoir, Virginia, campuses.

End State: Students who successfully complete this course will be skilled in:

- Leading people
- Developing cohesive and efficient organizations
- Managing resources
- Implementing change, while demonstrating effective thinking and communication skills

Eligibility:

- Required for Army Civilians in permanent appointments to supervisory or managerial positions
- Military supervisors of Civilians and other DoD employees
- Local Nationals

Prerequisites:

- FC, if required
- BC
- BC substitution

Course Substitution: Organizational Leadership for Executives (OLE), Captains Career Course, Warrant Officer Senior Staff Course (WOSCC), First Sergeant Course, or additional advanced level courses

NOTE: Must complete course within 2 years of placement in position



Advanced Course (AC)

AC is designed for Civilian leaders who exercise predominately indirect supervision. This course is a combination of dL and 4 weeks of resident instruction at AMSC Fort Belvoir, Virginia, campus.

End State: Students who successfully complete this course will be skilled in:

- Leading a complex organization in support of national security and defense strategies
- Integrating Army and Joint systems in support of the Joint Force
- Inspiring vision and creativity
- Implementing change
- Managing programs

Eligibility:

- Army Civilians in permanent appointments
- Active duty Military supervisors of Army Civilians
- Local Nationals and DoD leaders
- Grade eligibility is GS13-15 or equivalent grade level

Prerequisites:

- FC, if required
- BC
- IC
- BC and IC substitutions

Course Substitution: AMSC/Sustaining Base Leadership and Management (AMSC/SBLM), Command and General Staff College Intermediate Level Education (CGSC/ILE), WOSSC, and Sergeants Major Course (SMC)

NOTE: Must complete course within 2 years of placement in position



ARMY MANAGEMENT STAFF COLLEGE

Continuing Education for Senior Leaders (CESL)

CESL provides a participatory environment where senior leaders discuss current issues and challenges facing Civilian and Military leaders and provides a continuing education program on specific topics. This course is a combination of 40 hours of dL and 1 week of resident instruction at AMSC Fort Belvoir, Virginia, campus.

End State: Students who successfully complete this course will be able to analyze:

- Cultural and Generational diversity
- Moral development/ethical dilemmas
- Cultural well being of organizations
- Knowledge management
- Strategic thinking
- Far/Middle Eastern culture
- Religion of Islam
- Ongoing Army strategies and programs

Eligibility:

- Civilians, GS-14 and 15 or equivalent NSPS pay bands
- Lieutenant Colonels and above, Chief Warrant Officers 4 and 5, Command Sergeants Major, Sergeants Major who supervise Army Civilian supervisors and managers

Prerequisites: AMSC/SBLM, CGSC/ILE, WOSSC, SMC

Course Substitution: None

NOTE: Approximately 25 percent of the available slots can be filled by Military who meet the prerequisites



Action Officers Development Course (AODC)

AODC provides an overview of actions and responsibilities required of an Action Officer.

End State: Students who successfully complete this course will:

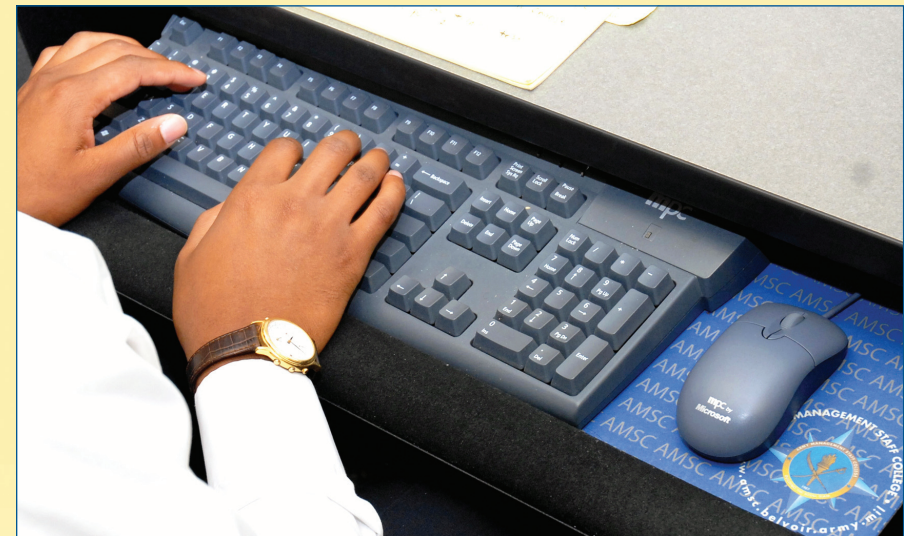
- Understand the functions of an Action Officer and the expectations of managers and staff activities
- Be able to apply problem-solving and time management techniques
- Demonstrate effective communication (oral and written) and Military briefing skills

Eligibility:

- Required for interns, and must be completed before conclusion of the intern program
- Army Civilians
- Military and other DoD employees

Prerequisites: None

Course Substitution: None



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Supervisors Development Course (SDC)

SDC provides an overview of basic supervisory and human resources skills.

End State: Students who successfully complete this course will:

- Understand the demands of new supervisors
- Successfully manage and lead Civilians
- Understand personnel management and training procedures

Eligibility:

- Required for newly appointed Army Civilian supervisors whose responsibilities include supervising the work of subordinate supervisors
- Army Civilians
- Military and other DoD employees

Prerequisites: None

Course Substitution: None



Managers Development Course (MDC)

MDC provides an overview of managerial skills.

End State: Students who successfully complete this course will:

- Understand the demands of a newly appointed Army Civilian manager
- Possess the knowledge and skills to perform managerial duties at high levels in diverse organizations

Eligibility:

- Required for newly appointed Army Civilians and Military supervisors of Army Civilians
- Army Civilians
- Military and other DoD employees

Prerequisites: None

Course Substitution: None

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COMMAND PROGRAMS

Garrison Precommand Course

“This course provides a strong foundation in enduring fundamentals, current areas of emphasis from key leaders in installation management, and a future network of classmates and instructors to work issues in a complex garrison environment. The course recognizes the unique aspects of certain garrisons, such as the differences between CONUS and OCONUS operations, and provides the necessary information to ensure successful, effective, and efficient installation operations supporting our dedicated Soldiers and Families.”

BG Al Aycock

“As a novice garrison commander, I found the Garrison Precommand Course to be beneficial in providing me the requisite tools to function in my new command position. Exposure to the garrison vernacular caused me to ask questions and delve into how we provide quality customer service and the process to provide support. The Garrison Precommand Course is one of the best structured courses for a commander to attend. Pay attention, ask questions, and you will succeed!”

COL Marguerite C. Garrison

Garrison Command Sergeants Major Course

“One of the greatest attributes of the Garrison Command Sergeants Major Course is the breadth of knowledge and experience the CSMs bring with them. It was great hearing how those senior CSMs that were already in the position do what they do; they provided guidance and focus that served me well coming into the garrison.”

CSM Tracey E. Anbiya

Garrison Precommand Course (GPC)

GPC is for centrally selected garrison commanders. Students learn about daily decisions required to command garrisons and obtain information needed to make sound decisions. They learn how to think about and apply new perspectives that will enable them to become effective and efficient leaders. Students participate in garrison terrain walks that enable them to interact directly with garrison staff directors and openly discuss customer satisfaction, service, and current challenges. Garrison commanders learn their responsibilities for financial management; Military and Civilian personnel management; facilities and infrastructure management; contracting oversight; all aspects of service delivery to Soldiers, Family members, and other customers and relations with the surrounding community. This 21-day course is held at AMSC Fort Belvoir, Virginia, campus three times per year, with 18 Military and two Civilian students per class.

End State: Students who successfully complete this course will be prepared to perform in garrison command assignments or equivalent in today's contemporary operating environment.

Eligibility: Mandatory for Colonels and Lieutenant Colonels centrally selected to command garrisons in the United States and overseas

Prerequisites: None

Course Substitution: None

NOTE: A limited number of seats are reserved for Civilian executive assistants (deputies to the garrison commanders) and reserve component support unit commanders



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Garrison Command Sergeants Major Course (GCSMC)

GCSMC is designed for Garrison Command Sergeants Major. Delivered concurrently with the GPC, it examines the third component of the installation leadership triad of installation/senior commander, garrison commander, and Garrison Command Sergeant Major. It focuses on the command group level and deals with the activities that garrison command sergeants major are involved in every day. It also explains the context in which those activities occur and provides current information to support sound decisions or recommendations for command action. This 13-day course is held at AMSC Fort Belvoir, Virginia campus, three times per year, with 16 Military students per class.



GCSMC includes sessions on each of the “big six” important installation management subject areas—financial management; Civilian human resources management; facilities and infrastructure management; environmental stewardship; morale, welfare, and recreation management; and antiterrorism, force protection, and crisis/consequence management. The course uses a seminar-style approach with facilitation by AMSC and the Army Family, Morale, Welfare, and Recreation Command Academy faculty.

End State: Students who successfully complete this course will be prepared to perform in garrison command sergeants major assignments or equivalent in today’s contemporary operating environment

Eligibility: Students must be assigned to or have a pending assignment at an installation, garrison, depot, or arsenal, and be a Command Sergeant Major

Prerequisites: None

Course Substitution: None

General Officer Senior Commander Course (GOSCC)

GOSCC is a senior executive seminar for senior commanders (formerly known as installation commanders or mission commanders) and their chiefs of staff. The course is presented by senior leaders from the Army Secretariat; Headquarters, Department of the Army; the Installation Management Command (IMCOM); and commanders of major subordinate commands. The course focuses on a wide range of strategic issues and their impact on Army installations. This 4-day course is held at the AMSC Fort Belvoir, Virginia, campus three times per year, with 5-10 students per class.

End State: Students who successfully complete this course will discover:

- Roles and relationships between and among the senior commander; garrison commander; IMCOM commander, deputy commander, regional directors; Assistant Chief of Staff for Installation Management; and Assistant Secretary of the Army for Installations and Environment
- Current and projected IMCOM physical (infrastructure), financial and personnel resources
- How to fulfill mission requirements while practicing environmental stewardship

Eligibility: Mandatory for all General Officers selected as senior commanders and other General Officers whose principal duties involve installation management

Prerequisites: None

Course Substitution: None

NOTE: This is an optional course for all other General Officers, Senior Executive Service officials, and the senior commander's Chiefs of Staff

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Directorate of Plans, Training, Mobilization, and Security Course (DPTMSC)

At the request of IMCOM, Command Programs created DPTMSC, which is designed for civil service or Military members who serve as the DPTMS to Army installations. This 2-week course is held at the AMSC Fort Belvoir, Virginia, campus with 35 students per class.

Functions discussed in the course include but are not limited to:

- Operations orders and operations plans
- Installation force protection and antiterrorism operations range training area and battle simulation center management, and organizational training
- Training resource management
- Contract management
- Mobilization of reserve component personnel and equipment
- Unit readiness operations
- Army airfield operations
- Chemical, Biological, Radiological/Nuclear, and Explosive response coordination
- Military intelligence, counterintelligence, and security museum operations
- Training Support Center operations
- Educational services, coordination of force structure changes, and force modernization

End State: Students who successfully complete this course will be qualified to perform their specific assigned responsibilities in DPTMS areas and gain a garrison perspective of the interrelation of these key functions.

Eligibility:

- Directors, operations officers, plans officers, security officers, training officers, and airfield officers assigned to DPTMS
- Any Civilian or Military member serving in a garrison level DPTMS or equivalent organization may attend, if approved by the organization of assignment

Prerequisites: None

Course Substitution:
None



Installation Force Protection Exercise (IFPEX) Program

IFPEX is modeled after the Battle Command Training Program Warfighter exercises conducted by the Combined Arms Center at Fort Leavenworth, Kansas. It is focused on increasing the technical proficiency of garrison commanders and Installation Operations Center staff and installation mission element staff in their ability to respond effectively to crisis management events.

IFPEX consists of three elements—two related on-site training events and one stand-alone online training system.

- (1) A 2-day training seminar is presented at each of 68 active Army sites about once every 2 years prior to the start of the second element. These seminars are presented to the garrison commander, garrison staff, and representatives from supporting organizations both on and off the installation. They focus on subjects and skills identified by the local installation leadership as needing improvement.
- (2) A 2-day command post exercise (CPX) is held about 90 days after the training seminar. CPX is designed to provide the garrison commander and staff an opportunity to demonstrate what was learned during the seminar and other capabilities sharpened during the intervening 3 months since the seminar. In a simulated but stressful environment, the CPX focuses on force protection practices, antiterrorism measures and crisis or consequence management procedures.
- (3) A web-based, exportable force protection training package designed to satisfy the training needs of locations considered too

small to justify the expense of on-site seminars and CPXs. This element consists of functional lessons and scenarios or vignettes that commanders can use to teach and test their staffs in ways that mimic the seminars and CPXs, but costs much less to deliver. It is updated every 100 days to incorporate evolving doctrine, lessons learned, observed best practices, and new information.

Local municipality, county, and state emergency service assets are invited to participate in the seminar and CPX events, as well as the FBI and the U.S. Army North Defense Coordinating Officer in each Federal Emergency Management Agency region.

End State: Participation in IFPEX will result in increased technical proficiency of garrison commanders, their staff and the installation mission element staff in their abilities to respond effectively to crisis management events

Eligibility: Garrison Commanders, Installation Operations Center staff and Installation Mission Element Staff

Prerequisites: None

Course Substitution: None



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Army Installation Antiterrorism/Force Protection Level 4

ATFP 4 is designed to accommodate the perspective and decision-making considerations of senior leaders—O-6 to O-8 and Civilian equivalents. It targets senior leaders, commanders, and staff personnel responsible for antiterrorism program policy, planning, and implementation. This 4-day course is held at the AMSC Fort Belvoir, Virginia, campus three times per year, with 20-25 students per class.

Principal topic areas include but are not limited to:

- Terrorists and terrorist tactics
- Joint Staff roles and relationships for ATFP
- Khobar Towers Lessons Learned
- IMCOM responsibilities for ATFP
- Intelligence support to the Garrison Panel—FBI, CIA, 902nd Military Intelligence Group
- Army Garrison and the National Response Framework, Defense Support to Civil Authorities, the National Incident Management System, and the Incident Command System
- Multiple seminars and practical exercises on ATFP Planning, Programs, Training, and Response options

- Joint Staff Integrated Vulnerability Assessments; Higher Headquarters Assessment Team
- Resourcing for ATFP facilities, training, manpower, and programs
- Chemical, Biological, Radiological, Nuclear, and high yield Explosive (CBRNE) threats and responses
- ATFP technology for combating terrorism

End State: Students who successfully complete this course will be prepared to assume Antiterrorism-Force Protection responsibilities.

Eligibility: Army Major Generals, Brigadier Generals, Colonels, Promotable Lieutenant Colonels, and Civilian equivalent grades serving in installation level assignments requiring a working knowledge of ATFP operational requirements.

Prerequisites: Completion of ATFP Level III Course

Course Substitution: None

NOTE: ATFP 4 is designed to meet the DoD Antiterrorism Standard contained in DODI 2000.16, paragraph E3.28, "DoD STANDARD 28: Level IV AT Executive Seminar. The Heads of the DoD Components shall ensure that the appropriate Military officers in the grades of O-6 through O-8 and Civilian equivalent/senior executive service Civilian employees attend the Level IV AT Executive Seminar."

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RESEARCH AND DEVELOPMENT

“If we knew what it was we were doing, it would not be called research, would it?”

Albert Einstein

“He who does not research has nothing to teach.”

Proverb

Research and Development

Our service doesn't just stop at the classroom door. As our workload permits, we provide an outreach program that can be delivered right to an organization's installation. Collaborative research and outreach gives organizations access to the wide range of expertise we have at AMSC and is one of the ways we maintain contact with the field and stay current. Each opportunity to work with an organization gives us information for new case studies, practical exercises, and problems that we can apply in the classroom as part of our inquiry-based learning methodology.

Collaborative Research. AMSC defines collaborative research as using our expertise to work with other organizations to help them achieve change. We have a long history of working with organizations on complex problems in the institutional Army in leadership, leader development, planning and organizational development, and the systems with which members of the Army Civilian Corps work. Our general strategy is to partner with organizations and work collaboratively to identify issues, collect information, provide diagnoses, recommend and implement solutions, and evaluate results. Because it is a collaborative effort, requests must meet several internal requirements including:

- Needs must be relevant to our mission and curriculum—this is a broad category
- Stated objectives or desired outcomes must be met—AMSC can provide assistance with refining these

- Organizations will be asked to pay all direct costs. This may include printing, materials, travel, rental car, and per diem expenses for our faculty and staff working on the project.

Customized Program. This program is designed to meet organizations' unique needs. It is often an implementation of recommendations that come from collaborative research, but it may also be activities organizations specifically request. It includes applied research, workshops, and managerial and executive coaching. The applied research we provide is aimed at answering specific questions on a case-by-case basis. Workshops range from focused sessions such as leadership and team building exercises for a targeted audience to an overview of our programs or curriculum for generic, unspecified larger groups. Coaching is focused on specific skills organizations identify and want to improve.

Outreach. If organizations have specific educational or research-related needs and are not sure whether AMSC is the right source, we are happy to discuss it. We can provide on-site briefings about our programs or operational methods such as learning, dL, learning communities, and communities of practice. AMSC also hosts an annual Leadership Symposium.

We participate in a wide range of annual events, including the American Society of Military Comptrollers Professional Development Institute and the Association of the United States Army Annual Meeting. We also offer presenters for conventions and special events.

Point of Contact. Any individual or group may contact us (703) 805-4777 or DSN 655-4777 or AMSCresearch@conus.army.mil

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Department of Educational Services: External Program Review and Accreditation

The American Council on Education (ACE) College Credit Recommendation Service (CREDIT). ACE is a nationally recognized educational service that recommends the number and type of credit that colleges and universities award at the baccalaureate and graduate level for course and program graduates. The number of credit hours awarded, based on ACE recommendation, is determined by the particular college or university.

ACE transcript service allows graduates to receive full documentation for their work at AMSC. The service is designed to make records of non-traditional study accessible and interpretable by post-secondary institutions. Students who want to receive college credits toward degree completion can use the service to provide an official transcript, which specifies the recommendations of the ACE/CREDIT review.

Currently, ACE recommends college credits for graduates of AMSC's legacy courses (SBLM, OLE, and Personnel Management for Executives). The number of credit hours recommended by ACE varies according to AMSC course and year of graduation. For more information, contact the AMSC Registrar Office at (703) 805-4461

or visit the AMSC Web site at <http://www.amsc.belvoir.army.mil>. CES courses will be reviewed for ACE/CREDIT recommendations.

Articulation Agreements. The following colleges and universities maintain special agreements with AMSC to grant graduate and undergraduate college credits at their schools for graduates of SBLM. CES courses will be reviewed by the following colleges and universities for articulations:

- Central Michigan University
- Capella University
- Strayer University
- National-Louis University
- University of Maryland University College
- Webster University
- American Military University
- University of Phoenix

Key Contacts

Commandant	(703) 805-4701
DSN	655-4701
Fax	(703) 805-4804
Deputy Commandant/Dean of Operations	(703) 805-3257
Director, Command Programs	(703) 805-4778
Director, Educational Services	(703) 805-4707
Director, Administration	(703) 805-4711
Executive Officer/Operations Division	(703) 805-4744/4747/4786
E-mail	amscooperations@conus.army.mil
Leavenworth Campus Operations	(913) 758-3533
Marketing/Public Affairs	(703) 805-4752/4753
E-mail	amsmarketing@conus.army.mil
Office of the Registrar	(703) 805-4461
Fax	(703) 805-4675
E-mail	amscregistrar@conus.army.mil

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Dean of Academics	(703) 805-4713
Academic Program Manager	(703) 805-4745
Director, Foundation Course/DL Initiatives	(703) 805-4705/5790/3117
Director, Basic Course (Fort Leavenworth)	(913) 758-3556/3558/3533
Director, Intermediate Course	(703) 805-4749/4719
Director, Advanced Course	(703) 805-3652/4738
Director, Continuing Education for Senior Leaders	(703) 805-4748
Director, Research and Development	(703) 805-4777
Director, Faculty/Curriculum Development	(703) 805-4773
Distributed Learning Help Desk	(703) 805-4720
Email	dLteam@conus.army.mil

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Notes

Lined area for notes, featuring horizontal blue lines on a light blue background. A faint world map is visible in the background.

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5500 21st Street
Suite 1301
Fort Belvoir, VA 22060-5934